

UNITY HEALTH TORONTO

GROWING TOGETHER

Annual Report 2023-24



ST. JOSEPH'S • ST. MICHAEL'S • PROVIDENCE

UNITY HEALTH
TORONTO

A message from the President & CEO



Tim Rutledge
President and CEO



Nora Aufreiter
Chair, Board of Directors



Since Unity Health Toronto became a network seven years ago, we have continued to drive system transformation by harnessing the collective power of our individual sites to create the best care experiences, together. This year, at a moment of intense pressure on our health care system, Unity Health is optimizing its potential by building pathways for seamless care across our city. By connecting care through Purple Pathways, we are tapping into the expertise at each of our sites to help patients and their families at every stage of their journey. You will see this highlighted in the stories of Roseanna Bowles and Jose Gonzalez Quinonez, who both received care at Unity Health’s acute care sites and rehabilitation at Providence. Our strength is in our connections and in our communities, and this year we have demonstrated this more than ever.

This year, we also strengthened our leadership in artificial intelligence (AI) and harnessed its transformative power to improve hospital operations and save lives. Unity Health is the only health care organization in Canada that has developed and launched more than 50 AI and advanced analytics tools to assist with tasks from patient care to operational efficiency. This year, we leveraged our connected network of hospitals and saw teams take CHARTwatch, a lifesaving tool that uses data to predict patient deterioration, from St. Michael’s Hospital to St. Joseph’s Health Centre. This is a game-changing demonstration of how innovation can be applied and shared across our care environments and beyond.

Teams across Unity Health are also hard at work preparing

for the launch of our new electronic patient record, which will transform the ways patients, families and their care teams connect and share information, giving patients more access to their own personal health information.

Throughout all of this, we have kept up our momentum in other areas of the Strategic Plan. We continue to focus on equity so that each person in our community can achieve the best health outcomes possible while feeling safe, connected and accepted. We are making strides so staff, physicians and learners feel valued and included at work, including the creation of new affinity groups to create safe spaces for sharing of experiences and healing. Our areas of world-class specialty care reached new heights over the past year, with our Trauma program being verified as a Level 1 Trauma Centre by the American College of Surgeons – a designation held by very few hospitals outside of the United States.

We are also transforming our sites, with redevelopment projects driving us forward into a new era of patient care. At St. Joseph’s, we are preparing for a new state-of-the-art patient tower, which will expand capacity for services like emergency medicine, intensive care, surgery, inpatient care and mental health programs. At St. Michael’s, the demolition of the Shuter Wing, which was more than a century old, has cleared the way for the development of the expanded Slaight Family Emergency Department for the many patients, families and communities who seek care in the downtown core. Providence continues to develop as a key site for rehabilitative, transitional, long-term and post-

“ In my first year as Board Chair, I have been very proud to see Unity Health teams come together to provide excellent and compassionate care. Our strength is in collaboration, community and creating supportive networks for patients across all of our sites.

Nora Aufreiter



How Unity Health’s Purple Pathways leverage connection to promote healing

When we think of the power of connection at Unity Health, we think of the stories of our patients who experience care across our sites. For many, like 76-year-old Roseanna Bowles, acute care at our hospital sites saves their lives, and rehabilitative care at Providence helps them to transition to a new normal in their healing journeys after illness. These connections between sites are called Purple Pathways.

Bowles was taken to St. Michael’s after suffering repeated strokes, which were determined by her medical team to be caused by chronic scoliosis, a long-term condition where the spine curves sideways. Her care involved several programs at St. Michael’s, including the stroke program, stroke clinic and interventional neuroradiology program.

Roseanna then began rehabilitation at Providence, where she was able to regain her strength and finish her recovery. For the first time in years, she is able to enjoy traveling, dancing and socializing.

“The care I received was wonderful. I had very positive experiences. All the care teams, they’re just wonderful,” she says.

hospital care in Toronto and for Unity Health’s Purple Pathways, helping patients flourish and regain strength after receiving acute care at other Unity Health sites and across the city.

There are so many groups driving these accomplishments and transformations. From the researchers who are tackling health care’s most complicated problems, to the teachers and mentors fostering the next generation of learners, to those who go out of their way to provide the best patient care. The people of Unity Health are the force behind our goal to deliver the best care experiences, created together. It is a testament to this commitment that for the third year in a row, our organization was named one of the Greater Toronto Area’s Top 100 Employers. This year, we also celebrated staff members who have spent decades living the values that make us who we are. You’ll get to know some of them in this report.

Our most sincere gratitude goes out to all the staff, physicians, learners, volunteers, patients, families and Patient & Family Partners who have supported Unity Health over the past year. Thank you also to the Foundations and donors who make the work we do possible, and to our Board members for their commitment, valued insights and leadership. This has been a year full of exciting achievements accomplished together, and through our community and connections we have set our network up for an even brighter future.

Tim Rutledge
President and CEO

Nora Aufreiter
Chair, Board of Directors

Our year in review

2023



April

- Unity Health announces partnership with Epic Systems for Electronic Patient Record project
- New module launches for Unity Health staff to address anti-Black racism
- Canadian College of Health Leaders awards Energy & Environmental Stewardship Award to Unity Health

May

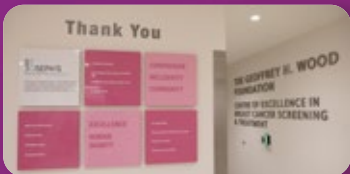
- National Kidney Paired Donation Program surpasses 1,000 donation milestone with support from St. Michael's Kidney Transplant Program
- St. Joseph's Emergency Department recognized provincially for showing the greatest improvement in length-of-stay

June

- Unity Health participates in Toronto Pride weekend
- A group of Dutch health executives from Sioo, a program in the Netherlands, visits Unity Health to learn more about our network and health care system
- New Lake House Palliative Care Centre opens at St. Joseph's

July

- Project Connect team recruits and starts working on developing our electronic patient record
- Demolition of Shuter Wing completed at St. Michael's
- Roberta Pike joins as inaugural Director of Indigenous Wellness, Reconciliation and Partnerships
- New Medication Intelligent Robotic Assistant (MIRA), launches at St. Michael's pharmacy
- More than \$7M in research funding awarded from Canadian Institute of Health Research



November

- New neurology clinic opens at Providence with St. Michael's neurologist
- Midwifery-led clinic at St. Michael's receives funding to connect expectant mothers to care
- New Postpartum Program launches in the Family Birthing Centre at St. Joseph's

October

- International COVID-19 conference to transform global research collaboration hosted at Unity Health
- Damian Jankowicz joins as Executive Vice President and Chief Information & AI Officer
- Health Canada funds Toronto's Drug Checking Service and drug checking technology DoseCheck at St. Michael's
- Dr. Suzanne Shoush becomes new Physician Lead of Indigenous Care Pathways at Unity Health
- St. Michael's Hospital Foundation Angels Den awards scientists total of \$500,000 for innovation

September

- Unity Health and AI start-up Signal 1 receive funding to develop a tool to streamline care of Emergency Department patients
- St. Michael's and St. Joseph's youth mental health services receive major gift from Slight Family Foundation
- Geoffrey H. Wood Foundation Centre of Excellence in Breast Cancer Screening and Treatment opens at St. Joseph's
- Project Connect completes pre-work phase with all data collected and decisions made on design of the EPR

August

- Unity Health honoured with the Provincial Eligible Approach Rate Award from Ontario Health (Trillium Gift of Life Network) for facilitating organ donation discussions
- Over 800 staff, physicians, learners and Patient & Family Partners participate in 58 working groups and advisory councils for Project Connect



2024



December

- Unity Health named one of GTA's Top Employers for third year in a row
- Baseline for a Greenhouse Gas Emissions Reduction Roadmap established with a reduction target of 50% and 2,000 megawatt hours saved
- Unity Health partners with AI Sweden to accelerate applied AI in health care
- American College of Surgeons verifies St. Michael's as a Level 1 Trauma Centre

January

- Unity Health ranked among Canada's top 15 research hospitals and 2nd overall in research intensity according to Research Infosource
- New Acute Internal Medicine Clinic to support access and flow launches at St. Joseph's
- New 4-bed Stepdown clinic opens at St. Joseph's
- CHARTwatch expands to St. Joseph's Medicine unit

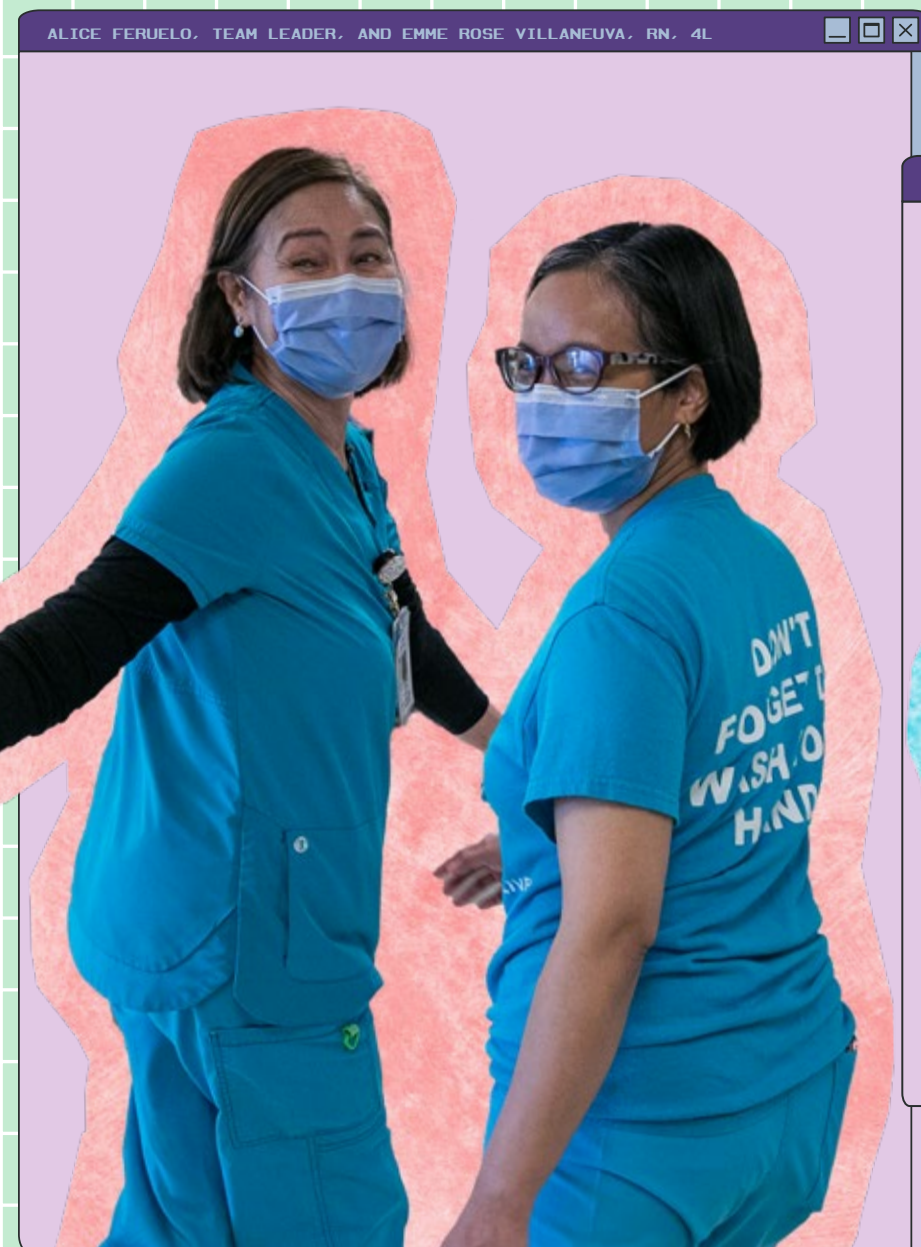
February

- Unity Health joins Centre for Research on Microfluidic Devices for Human Health
- St. Michael's receives government support to double the size of its Neonatal Intensive Care Unit
- Next Surgeon Program supporting students interested in surgical medicine expands to include departments like Emergency Medicine and Neurosurgery at St. Michael's
- Trixie Williams joins as Vice President, Clinical, Rehabilitation and Transitions
- Project Connect completes workflow walkthrough phase, with 6,000+ decisions made

March

- Unity Health awarded \$18.9M to create 'coast-to-coast shield' to protect Canada in the next pandemic
- Unity Health co-leads team awarded \$17.5M from Innovation Canada to build the Diagnostic Horizons Lab in Toronto
- Jonathan Fetros assumes role of Vice President, Clinical, Emergency, Renal, Medicine, Primary & Community Care, & Strategic Partnerships
- New Learning Management System launched to support continued education across all of our sites

INNOVATING CARE EXPERIENCES WITH AI



STORY.EXE

ST. JOSEPH'S ST. MICHAEL'S

Since January 2024, the medicine unit at St. Joseph's has significantly reduced Code Blues - the alert for a patient in cardiac arrest - and they credit it to Artificial Intelligence (AI) solution CHARTwatch.

At the beginning of this year, St. Joseph's became one of Canada's first academic community hospitals to deploy AI to improve patient care and streamline staff and physician workloads.

CHARTwatch, which was deployed in partnership with Signal 1, a Canadian health AI startup, is one of over 50 AI and analytics innovations developed by the Data Science & Advanced Analytics (DSAA) team at Unity Health. Our network has deployed more AI solutions into clinical practice than any other Canadian hospital. These innovations are designed to save lives and improve care across the network.

CHARTwatch started at St. Michael's on the General Internal Medicine unit in 2020 and uses patient data like test results and vital signs to predict the level of support a patient will need. It can tell us which patients are at risk of getting more sick. Since deployment at St. Michael's, unplanned mortality has decreased by over 20 per cent. The same is expected to happen at St. Joseph's.

Alice Feruelo, a Registered Nurse and Team Leader on the Medicine unit at St. Joseph's, says this unique tool has made nurses feel more confident in their patients' conditions and has given them back time to dedicate to other necessary tasks.

For Feruelo and other registered nurses like Emme Rose Villanueva, CHARTwatch has started conversations among the team and helped them learn about risk factors they hadn't thought about before. "It's so much easier for us to tell who is high risk now," says Feruelo.

Bringing CHARTwatch to St. Joseph's was a collaborative project. Data engineers, clinical informatics specialists, data scientists, system administrators, physicians, nurses and project managers, among others, came together to bring it to life.

"From a technical perspective, the data sources and technologies at St. Michael's and St. Joseph's are different, so we had to make some adjustments," says Chloe Pou-Prom, Senior Data Scientist.

The team trained the AI tool on a new model using data from patients previously admitted to the General Internal Medicine unit at St. Joseph's.

From a clinical perspective, the team tailored the system to fit the needs of the St. Joseph's community hospital patient care environment.

While it's still in its earliest phases, everyone agrees that the results seem clear: AI is preventing potentially life-threatening events before they happen and creating an even better system of care as it spreads across our network.

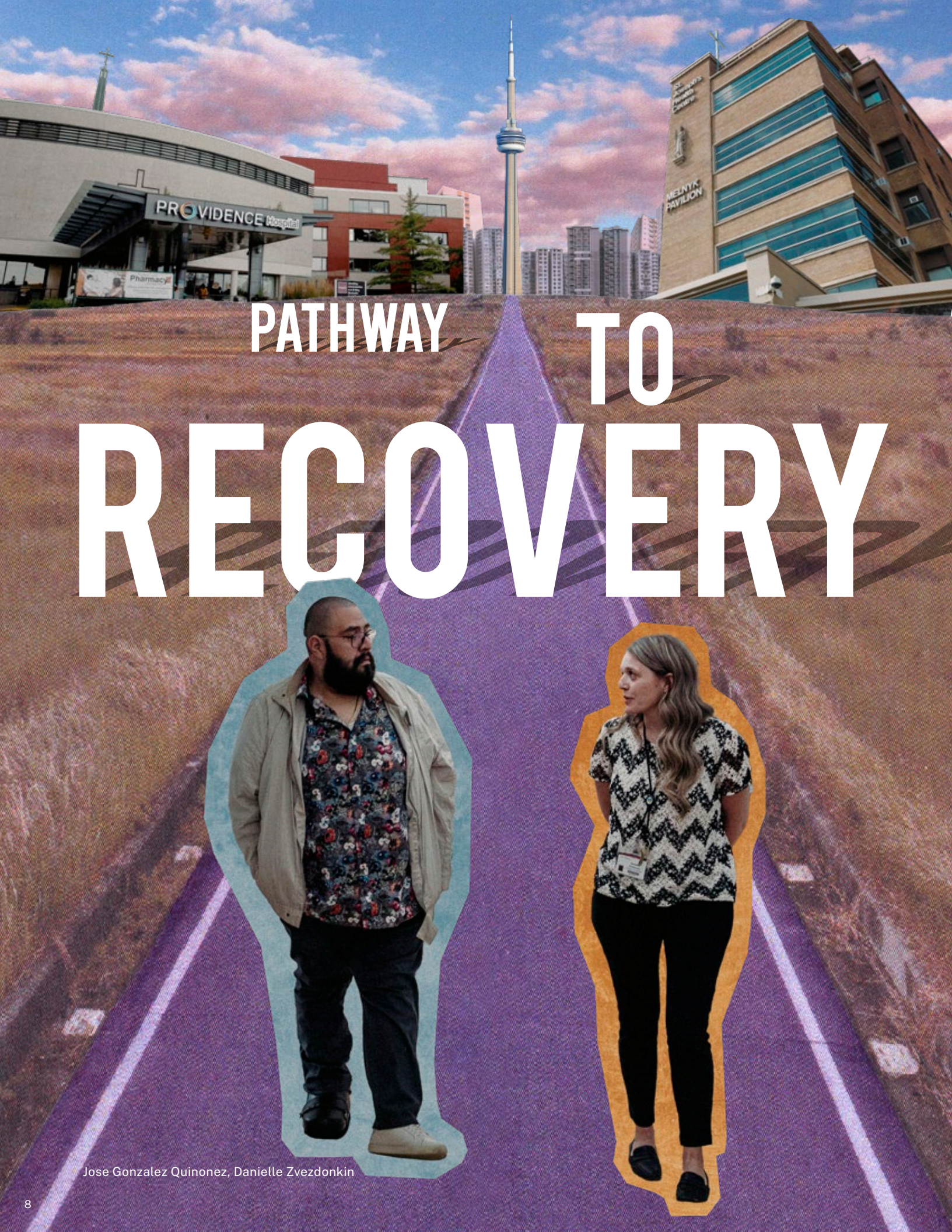
SIDEBAR.EXE

At Unity Health, the use of AI is embedded into several clinical areas and is continuing to expand. This past year, researchers studied how it can help us make sure patients get the right dosing of medication and maintain good patient access to the Emergency Department. One team has even used AI to speed up how they review complex research contracts.

Scientists Dr. Fahad Razak and Dr. Amol Verma conceptualized and created GEMINI, a program that collects, formats, standardizes and analyzes clinical data from hospitals across the province to improve how health care is delivered. GEMINI has grown from a pilot project anchored at Unity Health and a few other Toronto area hospitals to the largest network of its kind in Canada, covering 33 hospitals and 60 per cent of Ontarians.

Learn more on our website.





PATHWAY TO RECOVERY



Jose Gonzalez Quinonez, Danielle Zvezdonkin



ST. JOSEPH'S PROVIDENCE

From surgery at St. Joseph's to rehabilitation at Providence, our network changes lives for bariatric patients.

Jose Gonzalez Quinonez has a new lease on life after receiving bariatric surgery and follow-up care at Unity Health Toronto earlier this year.

"The program literally changed my life," says Gonzalez Quinonez. "March 5th was like a rebirth. From that day on, it was an immediate change."

Bariatric surgery helps patients with obesity by altering the size and structure of the stomach. This procedure often addresses related conditions like sleep apnea, diabetes and sometimes mental health disorders and chronic issues like hypertension and diabetes.

Our Bariatric Centre of Excellence is a partnership between St. Joseph's, Providence and Michael Garron Hospital. It offers patients a one-stop shop for bariatric care, from pre-operative counselling, to surgery, to post-hospital follow-up. At Unity Health, patients receive pre-operative care at Providence, then move to St. Joseph's for surgery, and eventually back to Providence for outpatient follow-up care.

This is a great example of a Unity Health-created "Purple Pathway" that connects the patient with care across their journey from surgery to rehabilitation and builds collaboration with the community.

"You are set up for success when you have a great team behind you and working with you," says Gonzalez Quinonez.

Laurie Thomas, Senior Clinical Director of the Surgery Program at St. Joseph's, says patients tend to do very well in the centre because of the extensive network of care.

"It's because of the collaborative approach we take," explains Thomas. "It touches every aspect of care. It really is comprehensive."

Dr. Mary-Anne Aarts, one of the program's surgeons at St. Joseph's, says there are multiple benefits.

"You change people's lives," says Aarts. "Many of these people start to get off some of their medications, start to exercise and live full lives again - it's preventative medicine."

Due to its technical nature, bariatric surgery provides incredible education and training opportunities for medical residents at St. Joseph's. Obesity is also under-researched, and scientists at Unity Health have access to a group of patients who can help them learn how to continue to improve care.

Thanks to this surgery, Gonzalez Quinonez says he has many things to look forward to: spending as much time outside as possible, taking walks and enjoying sunny, windy, cold and rainy days.



Dr. Mary-Anne Aarts, Laurie Thomas



OBESITY RESEARCH AT UNITY HEALTH

Bariatric surgery is just one way Unity Health is changing the game for patients living with obesity. Our researchers are studying medications that aim to improve quality of life for patients for whom surgery isn't an option. Researcher and heart surgeon Dr. Subodh Verma co-led a study that showed that popular weight-loss drug Ozempic may also have benefits for preventing heart failure.



SUSTAINABILITY IN THE ST. JOSEPH'S OPERATING ROOMS

Surgical innovation doesn't stop with patient care. Our Operating Room Sustainability Subcommittees help Unity Health safeguard the health of our planet while delivering world-class care. In 2022, St. Joseph's diverted over 679 kg (about 1,500 pounds or roughly the weight of a large polar bear) of single-use medical devices from landfills, modified anesthetic gas machines to reduce wasted anesthetic gas, and removed desflurane, a potent greenhouse gas, from the formulary.



FROM

PAPER

to

PIXELS

How teams are preparing for the new electronic patient record

Christopher Flores, Yirgalem Teklemariam

PROVIDENCE ST. MICHAEL'S ST. JOSEPH'S

The largest transformation in our history will impact each site differently: at Providence, it will mean digitizing processes vital to patient care, like nursing and portering. Learn more about what it will mean across Unity Health.

On November 30, 2024, Unity Health will launch its new electronic patient record (EPR) system, transforming communication and information sharing between patients, families and their care teams. Called Project Connect, this major clinical transformation project will improve the way that clinical teams deliver care and empower patients to play a more significant role in their care journey.

The new system is powered by Epic Systems and was informed by over 500 staff, physicians, patients, and Patient & Family Partners who sit across several work groups and advisory councils. These groups are making sure the system is designed to meet the needs of Unity Health patients and teams.

At Providence, where most clinical and corporate processes are paper-based, this project marks a major change in practices and workflows. It's a lot of work, says Olga Krasik, a Clinical Nurse Educator at Providence, but it's also really exciting.

"The new EPR system will relieve nurses of more of the administrative burdens and give them more time to do what they do best – provide excellent patient care," says Krasik.

Across Unity Health, clinicians say

they're looking forward to seamless information sharing with patients and fellow clinicians, whether they're sharing laboratory test results, diagnostic images or medication information. The ease of information sharing also promises to improve patient safety.

"Clear, automated tracking of medication, treatments and diagnoses allows everyone on a patient's care team to obtain the same information," says Krasik. "It's a great way to help us reduce the number of potential errors."

Though Project Connect is a clinical transformation project, it will also transform processes for some corporate and support services teams. For instance, the Patient Transport teams at Unity Health will be able to receive transport requests on their mobile devices, eliminating the need for colleagues to monitor a central intake email and dispatch team members upon request.

"This improvement will lead to quicker responses to patient needs and smoother overall operations," says Punya Ross, Manager of Environmental, Patient Food and Transport Services at Providence. "It'll give us more time to focus on what's most important – patient care."

HOW PATIENT & FAMILY PARTNERS ARE MAKING PROJECT CONNECT MORE EQUITABLE

Our new EPR system is being built with our patients, for our patients. Unity Health's Patient & Family Partners (PFPs) have been at the centre of Project Connect, helping to identify and eliminate or mitigate potential barriers that would make it difficult for patients, families and staff to access information in the new system. MyChart, powered by Epic, is the new secure online patient portal that will go live in November.

PFPs have been highly involved in decision-making on the design of MyChart, including functionality for items like patients' ability to view medications, appointments and test results, and conveniently schedule appointments. The input PFPs have been providing alongside our teams in this planning stage has been vital to make sure the system is inclusive for people of all ages and living with different types of abilities.

DIGITAL LITERACY FOR PROJECT CONNECT

The Digital Education team at Unity Health has been focused on evaluating and enhancing staff members' digital skills ahead of the new system launching. Training sessions will help to bridge gaps in digital literacy – the understanding of and confidence in using new technologies – to make sure everyone feels comfortable and supported working with our new EPR system.

THRIVING AFTER TRAUMA

How an innovative emergency care program and research project supports victims of violence at St. Michael's Hospital



Sarah Rogers, Dr. Carolyn Snider, Deshawn Hibbert

ST. MICHAEL'S PROVIDENCE

St. Michael's is transforming the way young victims of violence physically, mentally and emotionally heal from traumatic events.

The THRIVE program helps 14 to 29-year-olds who have been victims of violence get access to trauma counselling, mental health care, and coaches who are trained to support them as they recover and move from the hospital back into their communities.

Without the right support and follow-up care, 20 per cent of young victims of violence return to the hospital within a year with injuries from violence. THRIVE's goal is to stop this trend and ensure every youth comes out stronger – thriving. The program, which originated as and continues to be a research project, is collecting data on which strategies are working best with the hopes of improving future care.

“We're not actually implementing equity in care when the standard of care is to suture somebody up and send them home without any tools to prevent the next injury,” says Dr. Carolyn Snider, Emergency Physician, Scientist and one of the founders of the program.

Sarah Rogers, the Coach Coordinator for THRIVE, says the interdisciplinary and collaborative nature of the hospital makes it an excellent place to run a program like this.

“It's the trauma team, social work, nurses, doctors,

spiritual care, outreach and community support workers,” says Rogers. “It's been the key to success.”

As a coach in the program, Deshawn Hibbert works with clients to identify goals, whether it's something immediate like finding stable housing or longer-term like going back to school or engaging in employment programs.

THRIVE received most of its funding from generous donors, as well as the City of Toronto in 2022 and from the St. Michael's Hospital Foundation in 2023 through Angels Den, Canada's largest medical research pitch competition. It has already helped many patients with the transition from the hospital back into their communities.

Working as a network of hospital sites across Unity Health, we can provide seamless transitions for patients leaving acute care and moving into rehabilitation or community supports after their hospital stay. Many patients who are cared for by the Level 1 Trauma Centre or Slight Family Emergency Department at St. Michael's receive rehabilitation at our Providence site.

This system of care, combined with the expertise of the THRIVE coaches, creates wraparound care that can change lives and, hopefully, prevent future injuries.

OVERCOMING LANGUAGE BARRIERS IN THE EMERGENCY DEPARTMENT

Visiting the Emergency Department can be overwhelming. For patients and family members who need to speak with their doctor or nurse in a language other than English, these visits can be even more difficult. To help all patients and family members feel as comfortable as possible, and have a better care experience, the Emergency Department now offers language interpretation services, including American Sign Language, to those seeking care. Our Patient & Family Partners, who consult and work on many projects across the network to improve equity, accessibility and inclusion, supported this initiative and worked to make the department an even safer and more accessible place to receive care.

DECADES OF DEVOTION

Every year Unity Health celebrates staff who have dedicated many years of their careers to our network. Meet three staff members who have been with Unity Health for more than a decade and learn what makes them so passionate about our sites.



Maxine Baracatt

RESIDENT ASSISTANT
HOUSES OF PROVIDENCE
PROVIDENCE HEALTHCARE

30 years of
service

As soon as she entered through the doors of Providence, Maxine knew she wanted to build her career here.

“It was clean, everybody was friendly and when we all come together; the work is no issue.”

After a summer contract in 1994, she was offered a 5 a.m. to 1 p.m. shift. She lived in the west end and knew the commute would be a challenge - but she took the job anyway. She got a small place in the east end of the city, a short drive away, and built her life around this place.

“I moved here just for Providence.” Maxine recalls the changes she’s seen over the decades. She witnessed a shift from cloth diapers, the move to electrical lifts for residents, and the building of the Houses of Providence Cardinal Ambrozic Long-Term Care Home.

Fast forward 30 years, Maxine has created a work family at Providence in the residents she cares for every day, in their loved ones who look to her for expertise, in her colleagues who help each other out, and in her daughter, who now works on the hospital’s rehabilitation and complex continuing care side.

“I look forward to coming to work every day.”



Mehri Sajedi Shaker

REGISTERED NURSE
INTENSIVE CARE UNIT
ST. JOSEPH’S HEALTH CENTRE

15 years of
service

Mehri describes her career at St. Joseph’s as an “endless growth journey” because each day at work brings new and different challenges and opportunities.

As an Internationally Educated Nurse from Iran, Mehri completed the Critical Care Sponsorship Program offered by St. Joseph’s in order to become an intensive care unit (ICU) nurse in Ontario. Over the years she has stayed up to date and enhanced her expertise throughout different roles at the hospital, such as acting Team Lead in the ICU.

“There is not a day where you can say you learned nothing. Every day I try to be my best. I can see I am always growing and that’s why I work at St. Joseph’s.”

The focus on learning and the collaborative ICU team makes St. Joseph’s special, she says.

“When I first came to Canada, it was challenging. I was grateful to have supportive and kind colleagues who helped me through the transition.”



Qiu Yi (Julia) Shao

MEDICAL TECHNOLOGY SPECIALIST
CORE LAB
ST. MICHAEL’S HOSPITAL

10 years of
service

Julia tells people she was “born and raised” at Unity Health: 10 years ago, she started on the Lab team as a student and never looked back.

Since then, she’s worked alongside a tightknit group of colleagues to process hundreds of thousands of vital patient lab samples that care teams rely on to make life-saving and life-changing diagnoses and treatment plans.

“When I was a student, everyone was welcoming and introduced me to all aspects of the lab – I was immediately one of their own,” she says. “Because of the magnitude of care and services at St. Michael’s, I learned a lot very quickly that you don’t see in a textbook or anywhere else.”

Over the last 10 years, Julia has also grown personally – getting married and having a baby – all with the support and celebration from her colleagues.

“We have a family here at work. My colleagues participated in my life milestones and are an important part of my life,” she says. “I never thought of working anywhere else.”

Changemakers

Unity Health is constantly striving to improve patient care experiences.

Across our network, many people are creatively tackling complex challenges through innovation, education and engagement.

Meet the teams who are changing the field with their hard work.

Research

Scientists at Unity Health are working to solve some of health care's most complex problems, from advancing the understanding and treatment of Multiple Sclerosis and cardiac arrest to transforming care using Artificial Intelligence and advanced analytics. Research at Unity Health offers promise and hope for patients across the system.

Here are some of this year's major achievements in research:

- Research spending totaled the highest ever, with \$111.1 million in 2022-23, supporting large-scale research projects that will change lives for patients here and beyond our walls
- Unity Health researchers received \$34.6 million in funding from the three major Canadian funding agencies: Canadian Institutes of Health Research (CIHR), Natural Sciences and Engineering Research Council (NSERC), Social Sciences and Humanities Research Council (SSHRC) in 2022-23
- Researchers at Unity Health published 1,670 scientific papers in 2022, with 94 published in high-impact journals, showcasing the high calibre of knowledge developed at Unity Health
- Five Unity Health scientists were awarded highly prestigious Canada Research Chair positions, or had their existing Chairs renewed, highlighting the field-leading research being conducted across our network
- Researchers Dr. Sharon Straus and Dr. Jennifer Watt published an analysis in the prestigious Canadian Medical Association Journal on disease-modifying drugs for patients with



Dr. Jennifer Watt and Dr. Sharon Straus

published an analysis in the Canadian Medical Association Journal on disease-modifying drugs for patients with Alzheimer's

Alzheimer's and the implications for hundreds of thousands of patients, as well as the wider Canadian health care system

- Researchers Dr. Laurent Brochard, Dr. Arthur Slutsky and Dr. Karen Burns contributed to new international guidelines on acute respiratory distress syndrome, transforming care for patients around the world
- Unity Health named four inaugural scientific pillar directors of research to support collaboration and innovation:
 - Dr. Tara Gomes as the lead of Urban and Community Health
 - Dr. Andras Kapus as the lead of Organ Injury and Repair
 - Dr. Tom Schweizer as the leader of Brain Health and Wellness
 - Dr. Andrew Baker as the lead of Critical Care

Education

Each year, the Education teams at Unity Health give thousands of staff, physicians and learners opportunities to learn and grow through training, novel learning initiatives and a state-of-the art simulation program that helps front line teams practice their skills.

Here is what they accomplished this year:

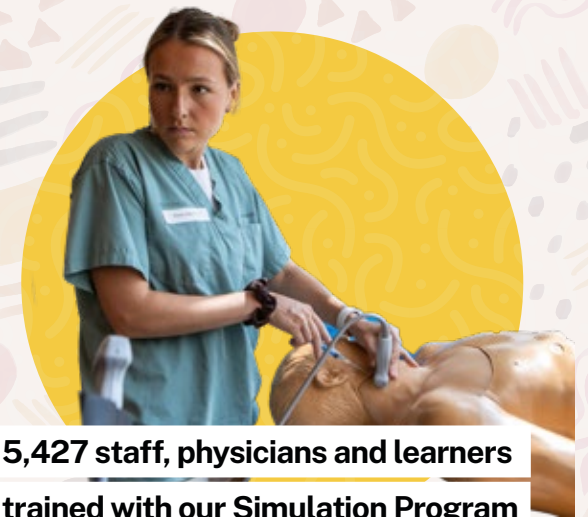
- The Simulation Program trained 5,427 staff, physicians and learners for 2,807 in clinical scenarios to improve patient care and supported 14 translational simulation projects to understand, improve or design systems, workflows and spaces
- The Student Centre & Academic Affairs supported 6,357 learners across 54 disciplines to train the next generation of health care workers
- The Patient & Family Education Program helped 15,770 Online Health Library users and reviewed 264 patient facing materials
- Library Services supported education, research, and evidence-based decision-making with 195 literature search requests and 51 workshops for 4,935 participants
- The Digital Education team implemented an enterprise AI-powered Learning Management Solution across Unity Health
- The Collaborative Learning Program partnered with the Centre for Advancing Collaborative Healthcare & Education

Sustainability

Minimizing the environmental impact of our hospital sites is a necessary priority for the network as it contributes to the health and wellbeing of our patients, staff, and community. Teams across Unity Health are using innovative problem solving to reduce our network's environmental impact in order to continue to deliver world-class care.

Unity Health is working to integrate sustainability across the organization, and has done so in the following ways:

- Unity Health published its first Annual Sustainability Report highlighting how we are reducing our footprint and contributing to a healthier planet
- A Sustainable Events Checklist was implemented to ensure all events and activities across Unity Health are limiting environmental impact as much as possible
- Unity Health is committed to tracking the quantities of food purchased across the network by weight, and is actively working to reduce our food-related greenhouse gas emissions



5,427 staff, physicians and learners trained with our Simulation Program

- to create curriculum and promote change at a systems level.
- 331 Unity Health learners from 16 disciplines took part in collaborative learning programming
- The Centre for Faculty Development, a partnership with the University of Toronto's Temerty Faculty of Medicine to support preceptors, supervisors, learners, Patients & Family Partners to grow in their roles in health professions education, supported 813 learners from 22 academic institutions and 24 health care organizations
 - The Applied Education Research Operatives (AERO), a group of educators and scholars working to bridge education science and innovative education, had 90+ publications



Community gardens at Unity Health create an opportunity for our patients, staff, visitors, and community to connect with nature, access healthy food options, and support mental health and wellbeing

Anti-Racism, Equity & Social Accountability (ARESA)

The ARESA Office, with supportive partnerships across the organization and the guidance of the Council for Anti-Racism, Equity and Social Accountability, has been hard at work over the past year to further equity for patients, families, communities and staff at Unity Health.

Take a look at some of their achievements:

- The launch of education initiatives:
 - The Introduction to Anti-Black Racism module, now taken by over 1,500 staff and physicians, educates users on the different levels of racism and their impacts, the history and legacy of anti-Black racism in Canada, and tools for identifying and reacting to anti-Black racism in the workplace
 - The Brave(r) Conversation series for leaders provides practical guidance and opportunities to road test strategies for navigating conversations about race in the workplace and in care
 - Let's Talk About Race virtual reality education training has given staff hands-on practice to learn how to have conversations about race with colleagues and team members
 - Why Health Equity Matters module, now taken by 785 staff and physicians, helps staff to recognize common health inequities in Canada, and informs staff about social determinants of health and how they intersect to create health inequities
- The Launch of Healing Circles for Black staff where people of African descent may begin to embrace, relate and honour their authentic selves through communal healing
- We hosted a panel discussion on Taking Action to Improve Black Health to discuss and explore initiatives and approaches to address and support Black Health



Unity Health hosted a booth at Toronto Pride weekend for the second year in a row

- We formed new committees to promote and embed equity across a range of network activities, including:
 - The Equity of Access Committee drives forward work to make Unity Health more accessible to all individuals seeking care and working across the sites
 - New affinity groups created for Jewish and Muslim staff to create safer spaces, and opportunities for flourishing, support, and celebration or recognition of significant dates and traditions
- Provided leadership at the newly launched The Equity, Diversity and Inclusion Working Group of the Downtown East Ontario Health Team which provides a forum to explore local equity, diversity and inclusion challenges and opportunities and support the implementation of aligned and integrated corporate equity, diversity and inclusion strategies in health
- Launched and integrated a new tool for collecting sociodemographic and health equity data to better understand the care experiences of those facing marginalization
- Implemented eight required equitable hiring standards for all leader recruitment to ensure equity is embedded in hiring practices across the network

Office of Indigenous Wellness, Reconciliation and Partnership

Unity Health is committed to reconciliation with First Nations, Inuit, Métis and non-status Indians. This year the Indigenous Wellness, Reconciliation and Partnerships Office was created and grew with the hiring of an inaugural Director of the office and the addition of an Emergency Department Wellness Specialist, Community Engagement Specialist, Cultural and Ceremonial Facilitator and part-time Physician Lead.

Read through their important achievements from the year:

- Held the first Indigenous Leadership Circle as a forum for the Indigenous community to meet and engage with Unity Health leadership
- Work began on drafting foundational policies for reconciliation within the network and identifying improved health human resource strategies to advance recruitment of Indigenous people into positions across the organization
- Continued to explore and implement professional development opportunities for Unity Health staff, physicians, learners and leaders in Indigenous cultural safety
- Hosted “Indigenous Voices” sessions where Indigenous community advisors spoke about the care they have received



Unity Health welcomed Roberta Pike, inaugural Director of Indigenous Wellness, Reconciliation and Partnerships

- or are receiving at Unity Health. These sessions will culminate in a report and recommendations to Unity Health leadership on opportunities for improvement
- Secured \$1M donation from the Krawczyk Family Foundation for an Indigenous Wellness Space at St. Michael's
 - Engaged in conversations with Ontario Health, the Toronto Academic Health Science Network (Indigenous Health Action Network) and other Indigenous hospital leaders across Ontario about common issues related to Indigenous Data Governance, Data Sovereignty and Indigenous Cultural Safety

Patient & Family Partners

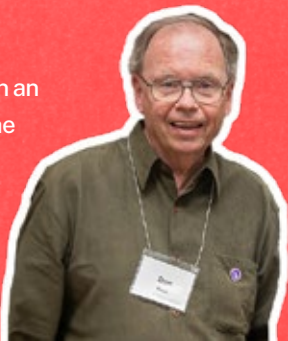
Patient & Family Partners play an integral role in leading change and improving care experiences, working alongside our teams. As you've seen throughout this report, they've played key roles in making sure many of our major projects are equitable, accessible and considerate of our entire community.

Have a look at these proof points:

- A newly harmonized Patient Family Council (PFC) launched at Unity Health, creating connection and representation across all three sites
- 61 Patient & Family Partners work alongside our teams to improve care
- PFC members spent 275+ hours reviewing and providing feedback on initiatives across the network, ensuring consideration of patient and families from an equity and accessibility lens
- Patient & Family Partners participated in 66 events and initiatives in 2023-24, providing feedback and consultation on a diverse range of topics, programs and projects
- Patient & Family Partners participated as members of 14 leadership level hiring panels to ensure new staff at Unity Health live our values and dedication to patient and family-partnered care
- Patient & Family Partners partnered with our Patient Experience Team to develop the tools and processes for Unity Health's Care Experience Measurement Framework and helped construct survey questions that focus on aspects of care that matter most to our patients and families

HOW DON ROSS BECAME A PATIENT & FAMILY PARTNER

Don Ross became a Patient & Family Partner at Unity Health following a months-long health ordeal that resulted in an inpatient stay in a rehabilitation unit at our Providence site. He now works to ensure other patients are receiving the best, most equitable care possible. “I had been away from home for many months when I arrived at Providence. I wasn't sure when I would get home, or how my recovery would go. From that first day in rehabilitation and first interaction with my nurse I started to feel like I would eventually be ok again. I felt safe.”



Learn more about the Patient & Family Council by reading their Year in Review



UNITY HEALTH TORONTO

In the news

Jamar Stanton

Dr. Greg German

Deshawn Hibbert

Dr. Carolyn Snider



Best care experiences dominating the headlines

↓

Unity Health's real-time feedback program is helping to improve the patient experience (Hospital News)

↓

St. Joseph's provides novel therapy to stop life-limiting infections caused by a superbug in Canadian-first clinical trial (CTV National)

↓

St. Michael's Emergency Department offers unique outreach and supports for patients who have experienced violence (Toronto Star)

Dr. Fahad Razak

Dr. Amol Verma

Dr. Kamran Khan

Dr. Yuna Lee



We are leaders in digital transformation and AI

↓

Unity Health, U of T and partner hospitals offer novel insights and improved patient outcomes with new data and analytics platform developed at St. Michael's (The Globe and Mail)

↓

Dr. Kamran Khan, founder of BlueDot, a company started at St. Michael's, shares how AI is helping to spot the next pandemic (MaRS)

↓

Unity Health is developing AI-powered tools to assist care teams and save lives (The Globe and Mail)



We are transforming the conversation on health equity across Canada

↓

Dr. Tara Kiran's OurCare, a national survey of 10,000 Canadians on the future of primary care, highlighting solutions, received more than 70,000 hits on social media (Toronto Star)

↓

Dr. Sharon Straus' international research series in the BMJ calls for an independent inquiry into the response to COVID-19 (The Globe and Mail)

↓

Dr. Tara Gomes' national research on drug toxicity advocates for lifesaving solutions to the overdose crisis (The Globe and Mail)

↓

Dr. Andrew Pinto leads the creation of a national pandemic preparedness system that will enlist primary care clinics and emergency departments across Canada to screen for new viruses (The Canadian Press)

↓

Dr. Sean B. Rourke expands Our Healthbox, providing harm reduction supplies in vending machines across Canada (Ottawa Citizen)

↓

Dr. Anna Banerji's research on food insecurity among Indigenous youth advocates for national school food program (Canadian Press)



We are driving system change through world-class specialty care and innovation

↓

Dr. Jiwon Oh highlights revolutionary approach to multiple sclerosis treatment at the BARLO MS Centre at St. Michael's (The New Yorker)

↓

Dr. Steve Lin leads international study to find optimal dose of adrenaline after cardiac arrest that could transform treatment guidelines (CBC News)

↓

Dr. Bobby Yanagawa and Dr. Alun Ackery highlight how St. Michael's provides life-saving care for Ontarians in with Ornge and CritiCall (The Globe and Mail)

↓

Dr. Manav Vyas and Dr. Dalia Rotstein's research reveals immigrants to Canada are at increased risk of MS over time (Global News)

↓

Dr. Subodh Verma's research shows how heart disease impacts South Asian populations around the world (CBC News)

A GROWING SOCIAL MEDIA FOOTPRINT



@UnityHealthTO

32,900 TOTAL FOLLOWERS
1.25M TOTAL IMPRESSIONS



/unityhealthtoronto

17,493 TOTAL FOLLOWERS
590K TOTAL IMPRESSIONS



/UnityHealthToronto

10,911 TOTAL FOLLOWERS
260K TOTAL IMPRESSIONS



@unityhealththo

6,810 TOTAL FOLLOWERS
290K TOTAL IMPRESSIONS

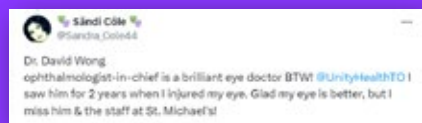
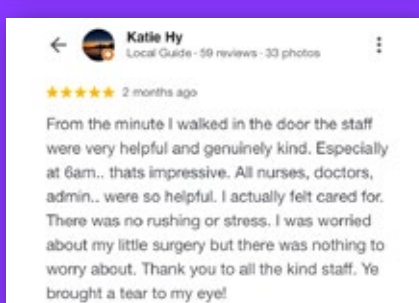
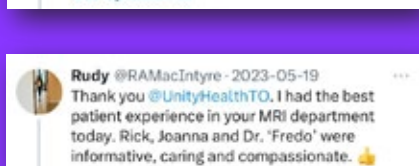
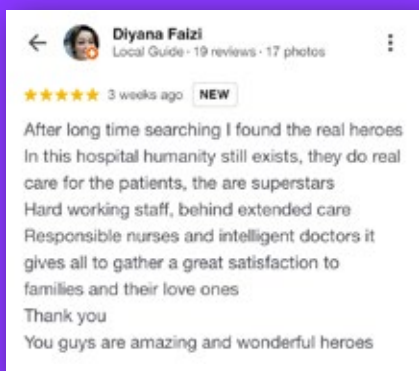
Impressions

The number of times our content is displayed in a feed on social media, whether if it was clicked or not

Range of Data

April 1, 2023 – March 31, 2024

KUDOS FROM OUR COMMUNITY



INTRODUCING THE UNITY HEALTH NEWSWIRE

This year marked the one-year anniversary of Unity Health Newswire, a monthly e-newsletter sharing news, research and innovation from the hearts and minds of the people across Unity Health Toronto. Many thousands have tuned in – and if you're not yet one of them, join us!

Subscribe to the Newswire



Our Shared Values Award Winners 2023-24

- St. Joseph's Health Centre
- St. Michael's Hospital
- Providence Healthcare

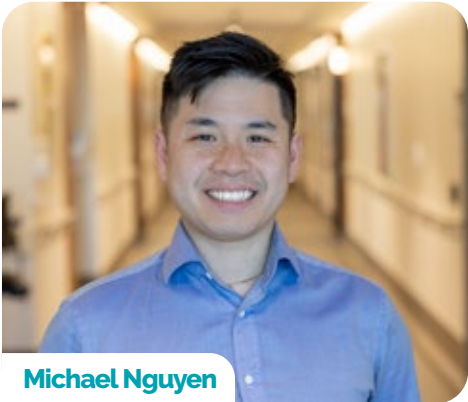
The Our Shared Values awards honour our staff, physicians, teams, Patient & Family Partners and volunteers for exemplifying a commitment to living our values of human dignity, compassion, excellence, community and inclusivity.

This celebration inspires us to lead with our shared values in mind, and in doing so we create the conditions to flourish in our work, relationships, careers, communities, and in the lives of patients and residents.



Hogan Brock

Spiritual Care Practitioner
Human Dignity Award



Michael Nguyen

Patient Care Manager, Transitional and Palliative Care
Inclusivity Award



Anna Isidoro

Environmental Services Cleaner
Excellence Award



Rachel Dickson

Social Worker, 7M Psychiatry
Community Award



St. Joseph's Courtesy Volunteer Team

Compassion Award



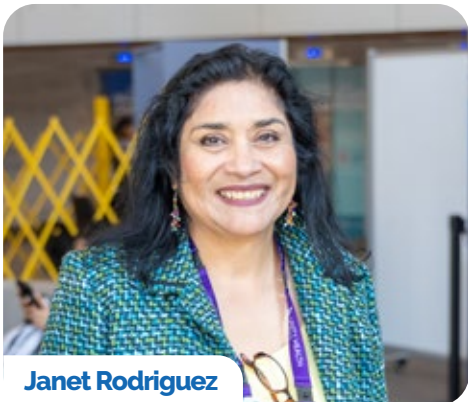
Slawomir Zulawnik

RN, Palliative Care Team
Human Dignity Award



Sofia Silva

Administration Assistant, Workplace Health, Safety, and Wellness, Compassion Award



Janet Rodriguez

Patient & Family Partner
Inclusivity Award



Allison Jacobs

Project Engineer, Redevelopment
Excellence Award



Dean Roberts

Clerical Coordinator, Women's Health
Community Award



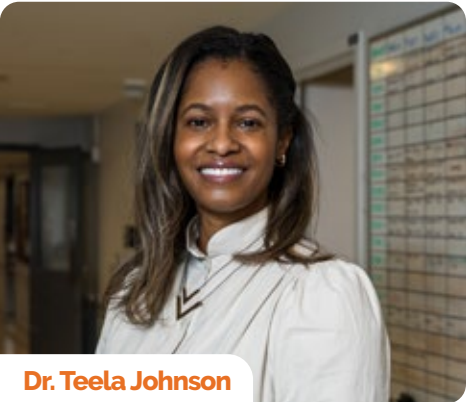
Michele Bush

Clinical Resource Coordinator, Adult Day Program
Human Dignity Award



Peter Jay Aratea and Josiah Nyembwa Malemba

Resident Assistants, Houses of Providence
Compassion Award



Dr. Teela Johnson

Attending Physician, Orthopedic and Amputee Rehabilitation, Inclusivity Award



Activation Team

Houses of Providence
Community Award



Kimberly Estrela

Unit Administrative Coordinator, A5
Excellence Award

CELEBRATING OUR SUSTAINABILITY CHAMPIONS

The inaugural Spotlight on Sustainability was announced in 2024 to recognize the following team for their efforts to promote and improve sustainability in the St. Joseph's Health Centre operating rooms while providing world-class care to the patients, families and communities we serve. Congratulations to Dr. Ali Abbas, Anesthesiologist, Laurie Thomas, Senior Clinical Director of Surgery, and the St. Joseph's operating room team.



Governance

BOARD OF DIRECTORS ELECTED MEMBERS



Chair
Nora Aufreiter



Vice-Chair
Doug Guzman



Dany Assaf



Wayne Barwise



Derek Chum



Hazel Claxton



Yves Denommé



Kamala Jean Gopie



Dr. Denise O'Neil Green



Elio Luongo



Kate Stevenson



Helen Angus



Ehren Cory



Michael Zerbs

EX-OFFICIO

- Dr. Tim Rutledge**
President and CEO
- Catherine Pawluch**
Representative of the Archbishop of Toronto
- Dr. Lynn Wilson**
University of Toronto
- Dr. Robert Cirone**
Representative of the Medical Advisory Committee
- Dr. Filomena Meffe**
Representative of the Medical Advisory Committee

- Dr. Karen Arcot**
Representative of the Medical Staff Association
- Dr. Kamran Ahmad**
Representative of the Medical Staff Association
- Sonya Canzian**
Chief Nursing & Health Professions Officer
- Diane Kazarian**
Chair of the St. Joseph's Health Centre Foundation Board of Directors
- Patrick B. Meneley**
Chair of the St. Michael's Hospital Foundation Board of Directors

EXECUTIVE COMMITTEE 2023-24 MEMBERS

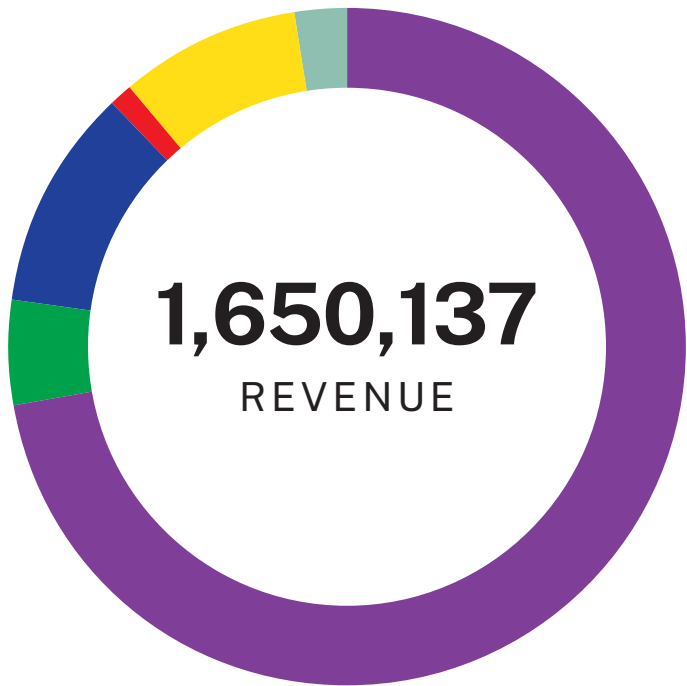
- Dr. Tim Rutledge**
Beverly Bulmer
Sonya Canzian
Dr. Robert Cirone
Dale Clement
Christopher De Bono
Melanie de Wit
Dr. Irfan Dhalla
Sabrina Divell
Maria Dyck
Jonathan Fetros
Kevin Goldthorp
Damian Jankowicz
Mike Keen
Manson Locke
Dr. Muhammad Mamdani
Dean Martin
Dr. Thomas Parker
Dr. Kunuk Rhee
Dr. Ori Rotstein
Anne Trafford
Dr. Ashley Verduyn
Trixie Williams
Dr. Jeff Zaltzman
- President and CEO
VP, Education
EVP, Clinical Programs, People and Chief Nursing Officer and Health Professions Officer
Chair of the Medical Advisory Committee *(started June 2023)*
VP, Clinical Programs, Strategy and Transformation *(until August 2023)*
Executive Director, Mission, Values and Spiritual Care
Chief Legal Officer
VP, Clinical Programs, Quality, Equity and Medical Affairs
VP, Stakeholder Relations and Chief Communications Officer
President and CEO, St. Joseph's Health Centre Foundation
VP, Clinical, Emergency, Primary and Community Care and Strategic Partnerships *(started March 2024)*
President and CEO, St. Michael's Foundation
EVP and Chief Information and Artificial Intelligence Officer *(started October 2023)*
VP, Facilities and Planning
VP, People, and Chief Human Resources Officer
VP, Data Science and Advanced Analytics
EVP, Corporate Services and Chief Financial Officer
EVP Clinical and Chief Medical Officer
VP Medical Affairs *(until September 2023)*
VP, Research and Innovation
EVP, Organizational Performance and Chief Information Officer *(until July 2023)*
VP, Medical Affairs and Chief of Providence Healthcare
VP, Clinical, Rehabilitation and Transitions *(started February 2024)*
Chair of the Medical Advisory Committee *(until June 2023)*

MEDICAL ADVISORY COUNCIL MEMBERSHIP 2023 - 2024

- CHAIR AND VICE-CHAIR**
Dr. Robert Cirone, Chair *(replaced Dr. Jeff Zaltzman on June 1, 2023)*
Dr. Filomena Meffe, Vice-Chair *(replaced Dr. Robert Cirone as of June 1, 2023)*
- MEDICAL AFFAIRS**
Dr. Thomas Parker
Dr. Irfan Dhalla
Dr. Ashley Verduyn
- VOTING MEMBERS**
Dr. Mary-Anne Aarts
Dr. Mariam Abdurrahman
Dr. Najma Ahmed
Dr. Andrew Baker
Dr. Douglas Campbell *(replaced Dr. Michael Srgo on March 1, 2024)*
Dr. Yvonne Chan
Dr. Joan Cheng
Dr. Robert Cirone
Dr. Teela Johnson
Dr. Sybil Judah
Dr. Anish Kirpalani *(replaced Dr. Tim Dowdell on April 18, 2023)*
Dr. Karen Lee
Dr. Steve Lin *(replaced Dr. Carolyn Snider on January 1, 2024)*
Dr. Filomena Meffe
Dr. Thomas Parker
Dr. Karen Shin
- VOTING MEMBERS CONT.**
Dr. Sharon Straus
Dr. Cathy Streutker
Dr. Ashley Verduyn
Dr. Karen Weyman
Dr. Daphne Williams
Dr. Tara Williams
Dr. David Wong
Dr. Anne Wormsbecker
Dr. Urszula Zurawska-Fortin
- VOTING UNITY HEALTH MSA MEMBERS**
Dr. Kamran Ahmad, MSA President
Dr. Karen Arcot, MSA Vice-President
Dr. Teela Johnson, MSA secretary
- NON-VOTING MEMBERS**
Dr. Tim Rutledge
Sonya Canzian
Melanie de Wit
Dr. Irfan Dhalla
Dr. Thomas Dashwood *(replaced Dr. Mark Downing)*
Dr. Trevor Jamieson
Dr. Domenic Lehnert
Dr. Matthew Muller

Statement of operations

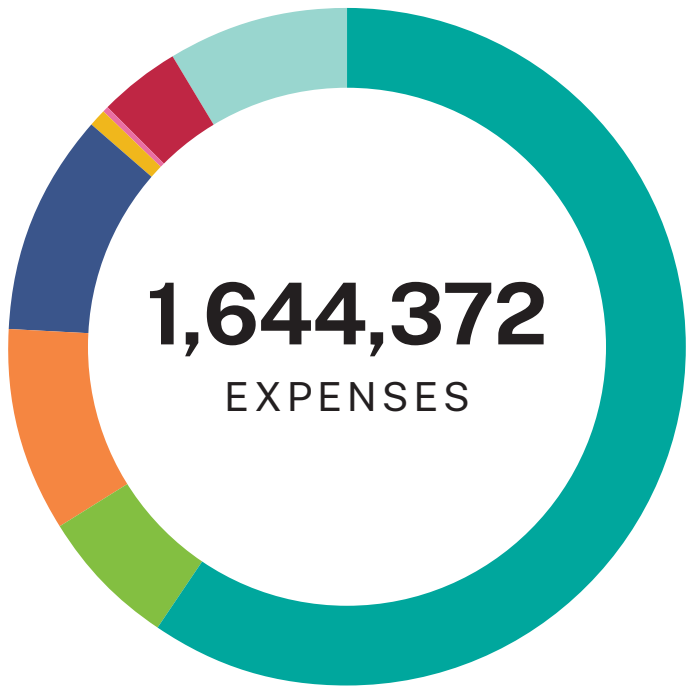
YEAR ENDED MARCH 31, 2024
AUDITED



REVENUES

(IN THOUSANDS OF DOLLARS)

Ministry of Health and Ontario Health	1,193,182
Patient revenues	83,913
Other income	174,955
Interest income	18,237
Grants and donations for research and other purposes	140,671
Amortization of deferred capital contributions	39,179
	<u>1,650,137</u>



EXPENSES

(IN THOUSANDS OF DOLLARS)

Salaries, wages and employee benefits	978,799
Medical and surgical supplies	110,373
Drugs and medical gases	160,316
Other supplies and expenses	174,829
Bad debts	11,278
Interest accretion	4,847
Amortization of property, plant and equipment	63,268
Research expenses	140,662
Total Expenses	<u>1,644,372</u>
Excess (Deficiency) of revenue over expenses	5,765

How our donors support patient care



Doubling capacity for timely breast screening

Made possible thanks to the support of St. Joseph's donors, this new centre offers all breast care screening and treatment in one location.

PROJECT

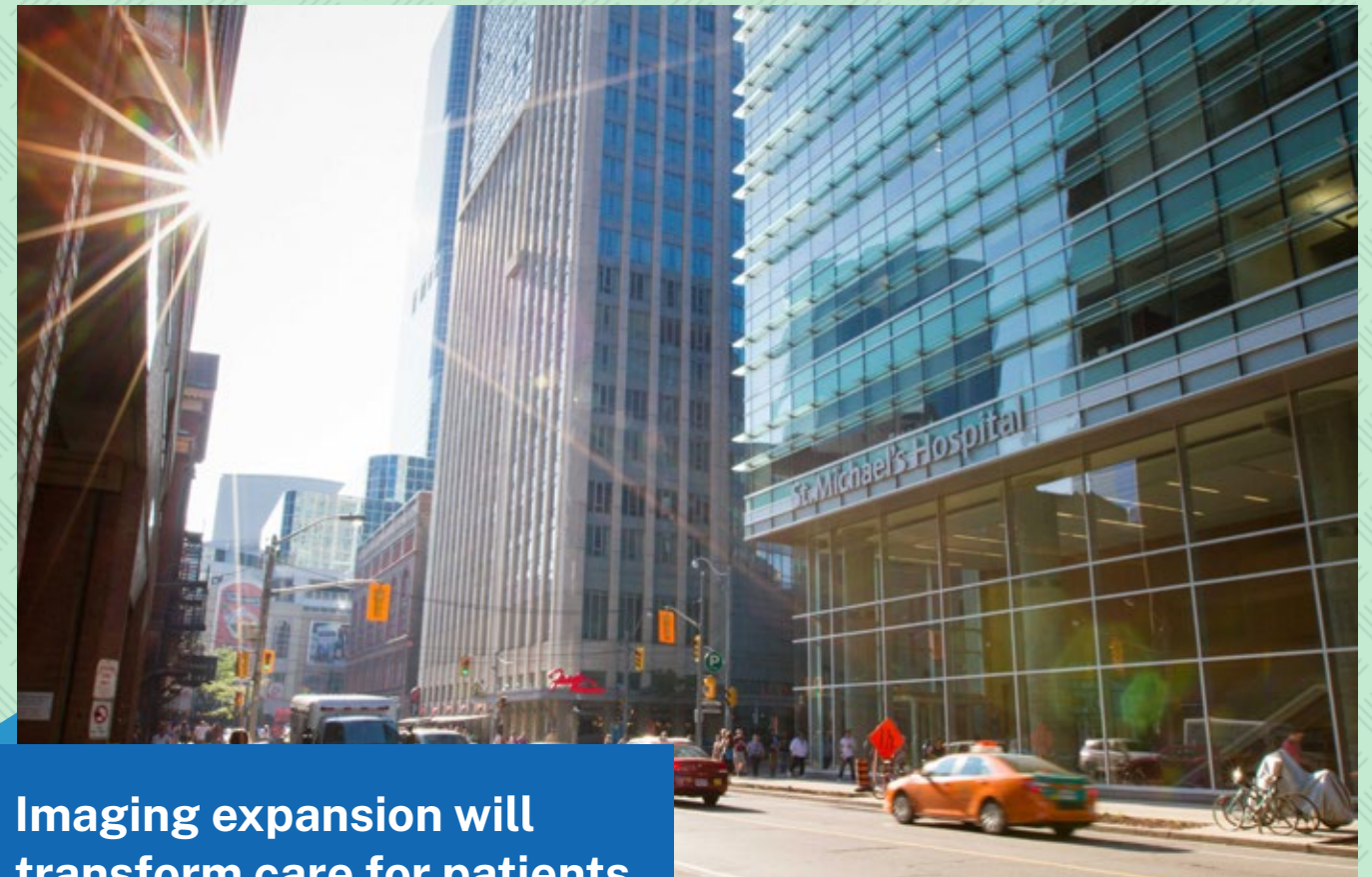
Timely appointments and fast results are among the goals of The Geoffrey H. Wood Foundation Centre of Excellence in Breast Cancer Screening and Treatment, which opened last year at St. Joseph's Health Centre. The timing is ideal since this was when the provincially recommended age for a breast screening dropped from 50 to 40, increasing the need for mammography screenings.

IMPACT

Dr. Tara Williams, Chief of Diagnostic Imaging at St. Joseph's, says that the new suite and technology for mammograms has increased tests by 29 per cent and Ontario Breast Screening Program volumes by 28 per cent. Samantha, a patient, was able to access timely breast screening in the tranquil environment. "I got a referral and was surprised to book my appointment within two weeks. When I got there it took about 10 minutes and my results came back the next day."

Total raised for all projects
\$16,000,000
from 6,500 donors this year

ST JOSEPH'S
HEALTH CENTRE FOUNDATION



Imaging expansion will transform care for patients

Over the past year, the St. Michael's Foundation fundraised for a project that will improve patient care and access.

PROJECT

Magnetic Resonance Imaging (MRI) is a crucial tool for diagnosing medical conditions and planning treatments and for assisting scientists to search for biomarkers of disease. To meet the growing demand for MRIs, St. Michael's is expanding the imaging facilities in the Peter Gilgan Patient Care Tower by adding a fifth MRI machine to its fleet. Construction is slated to be completed by early winter.

IMPACT

The expansion, which will address the urgent needs of multiple sclerosis patients, will increase St. Michael's MRI capacity by 25 per cent and enable the hospital to provide more rapid access for our patients. The new technology will make for faster, more efficient and more comfortable imaging procedures. And most importantly, it will increase the likelihood of controlling and potentially stopping symptoms of disease and setting patients on the road to a speedier recovery.

Total raised for all projects
\$67,000,000
from 13,700 donors this year

St. Michael's Foundation / **ST. MICHAEL'S HOSPITAL**
PROVIDENCE HEALTHCARE

Thank you for your continued support.

Follow us on social media



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A monthly update on news, research and innovation
from the people of Unity Health Toronto.
Stay up to date with us!

